FIRST PEOPLES' CULTURAL COUNCIL

2016/2017 – 2018/2019
SERVICE PLAN

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NOTE ABOUT LANGUAGE USAGE IN THIS DOCUMENT

For the purposes of this document, First Nations is used in reference to registered on- and off-reserve and non-status individuals and organizations original to British Columbia, while Aboriginal is used in reference to all Indigenous peoples in Canada, including First Nations, Inuit and Métis. First Peoples' Cultural Council programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.

Accountability Statement

The 2016/2017 – 2018/2019 First Peoples' Cultural Council Service Plan was prepared by staff at FPCC under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and B.C. Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of November 2015 have been considered in preparing the plan. The performance measures presented are consistent with FPCC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of FPCC operating environment, forecast conditions, risk assessment and past performance.

This year, we have added a new goal to the Service Plan to reflect the urgent need to stop the extinction of First Nations languages. Archiving is a key way to record words and phrases for future language learners, yet to date, less than 10% of the content required to archive B.C.'s First Nations languages at FirstVoices.com has been uploaded by communities.

Marlene Erickson
Chair, Board of Directors
First Peoples' Cultural Council

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Strategic Direction and Context

Strategic Direction

British Columbia is the only province in Canada that has established a Crown corporation that leads First Nations heritage, language, culture and arts initiatives. The First Peoples' Cultural Council (FPCC) serves British Columbians by ensuring the protection and heritage of the land and peoples upon which the province is built. The *2016- 17 Mandate Letter* is available at www.fpcc.ca/about-us/reports.

In addition to its mandate, FPCC is required to comply with the Government of British Columbia'sTaxpayer Accountability Principles (TAP), which require Crown corporations to adopt principles of cost consciousness, accountability, appropriate compensation, service, respect and integrity.

Operating Environment

We continue to serve the 203 First Nations communities, 34 unique First Nations languages and 61 dialects throughout the province. British Columbia is Canada's most linguistically diverse region with approximately 60% of all First Nations languages in the country originating here. And as is the case across the country, First Nations languages in B.C. are in steep decline due to a number of factors, including social, industrial and cultural pressures from the dominant English-speaking society and the Canadian government's past policies of assimilation that manifested through the residential school system.

Our greatest ongoing challenge is the significant scope of our work. It is extremely challenging to meet the language and cultural revitalization needs of 203 communities and 34 languages. Challenges to FPCC's language mandate are exacerbated by the loss of fluent speakers as remaining Elders pass away.

According to the *2014 Status of B.C. First Nations Languages* report[1]:

- Fluent speakers of a First Nations language make up 4.08% of the total B.C. First Nations population, a decrease of approximately 1% over the past four years
- Semi-fluent speakers have increased by 3,144, and now make up 9.32% of the total provincial population
- 59% of fluent First Nations language speakers are aged 65 and over
- 88% of semi-fluent speakers are under age 65
- First Nations language learners comprise 9.14% of the total provincial population, down from 11% in 2010
- 65% of First Nations communities have recordings of their language available as a resource. This number has more than doubled since 2010.
- 117 communities (63%) have access to a FirstVoices.com archive of their language. This number has increased significantly from 2010, when 66 communities (or 39%) had access to a language archive.

[1] All statistics are based on the survey sample comprised of 185 out of 203 First Nations communities, with a total population of 129,730. http://www.fpcc.ca/language/status-report/

FPCC's annual operating budget for 2015/16 was $4,515,000, the majority of which is allocated to grants and initiatives that support successful First Nations community projects in B.C. We operate with a small team of 10 core staff.

In 2015/16, FPCC received 75% of its budget from sources other than the Ministry of Aboriginal Relations and Reconciliation (MARR). We are also required to fundraise in order to meet our mandate. However, the funding climate continues to be highly competitive, with limited funding opportunities, and FPCC's funding from all sources is subject to unexpected fluctuations and uncertainties.

On a hopeful note, there is growing interest and enthusiasm for language revitalization among First Nations youth in British Columbia, and we continue to raise awareness about our work, building a strong reputation locally and globally. As a result, we have created non-traditional relationships with organizations that are willing to think "outside the box" and partner with us on a number of special projects. We hope, through these relationships, that we will be able to diversify our revenue streams and access new sources of funding.

To address some of the capacity challenges, we have been offering training that encourages communities to undertake their own language revitalization work, even if they have not received funding through the organization. We are also creating resources that can be used by communities to support their language revitalization work, and we're promoting collaboration internally and externally by encouraging staff and communities to work together to maximize resources.

Performance Plan

Goals, Strategies, Measures and Targets

In addition to the following goals, related strategies, performance measures and targets, FPCC is implementing TAP in partnership with MARR. FPCC has developed a *Strategic Engagement Plan* for 2015/16, which includes an evaluation plan that will measure FPCC's health and performance against TAP. Progress reports on the plan will be included in the next Annual Report. FPCC has also reviewed the Government of British Columbia's Standards of Conduct with staff and the Board and FPCC is in compliance with these standards. We will review annually to ensure continued compliance.

Goal 1: *Take action to address the imminent extinction of First Nations languages.*

This goal, new in 2016/17, has been added to highlight the urgent need to stop the ongoing loss of language speakers and resulting extinction of entire languages. This goal focuses on specific strategies and related performance measures that support the preservation of languages for future generations by way of archiving and creating new speakers.

Strategies

- Support B.C. First Nations communities to document their languages and language speakers by creating and building FirstVoices[2] archives for their languages
- Deliver language immersion programs and provide funding to create new fluent and semi-fluent speakers

Performance Measure 1: Percentage of B.C. First Nations words and phrases archived on FirstVoices[3]

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Percentage of B.C. First Nations words and phrases archived on FirstVoices[4]	Target 12% Actual 9.08%[5]	15%	17%	19%	20%

This measure, included in previous Service Plans, is an important indicator of how much work remains before we can consider the First Nations languages of B.C. to be completely archived in a digital library that is accessible to learners. In 2013/14, we increased our annual targets for this initiative in the hopes that we could raise additional funds to increase our language archiving efforts. Funding was not obtained for the 2013/14 year, and we revised the targets accordingly in the 2014/15 Service Plan.

However, in 2014/15 we received $300,000 from MARR to rebuild FirstVoices.com's software architecture, which includes upgrading to new technologies that will improve the organization and indexing of data. An additional $300,000 was provided in in-kind development services from the Ministry of Advanced Education. As a result, we have increased the annual targets, and depending on the availability of funding for new grants, we hope to significantly increase the amount of content archived at FirstVoices over the next three years.

Performance Measure 2: Number of Mentor-Apprentice Program teams

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Number of Mentor-Apprentice Program teams	Target n/a Actual n/a	14	10	10	10

The Mentor-Apprentice Program pairs fluent language speakers (mentors) with language learners (apprentices) to transfer language knowledge and build fluency. This new performance measure tracks the number of Mentor-Apprentice teams FPCC is able to fund each year. As

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[2] FirstVoices is FPCC's online language archiving website. FirstVoices currently hosts 38 language archives of B.C. First Nations languages and dialects. Communities upload and own their own content.

[3] The wording was changed slightly this year, from "languages and dialects" to "words and phrases" to be more specific about what is being accomplished.

[4] Calculated by multiplying the average words in a language's lexicon (based on 20,000 words and phrases) by the 61 First Nations dialects in B.C. and then comparing the number of entries archived at FirstVoices.com to that total.

[5] Data for this measure is provided by the FirstVoices.com website database.

mentor-apprentice participants increase their level of fluency, this measure is a valuable way to track the effectiveness of FPCC language programs in addressing the goal of preventing language extinction.

The basic level of training to complete the Mentor-Apprentice Program is one year, or 300 hours. Teams may also apply to complete a 2nd and 3rd year of the program, each 300 hours. We had an unprecedented number of teams in fiscal 2014/15 due to extra funding, but expect to have a smaller number of teams in future years and have set more modest targets as a result.

Performance Measure 3: Number of active Language Nests

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Number of active Language Nests	Target n/a Actual 7	10	10	12	12

This new performance measure will track the number of active Language Nests established by FPCC beginning in 2015/16. Within the Language Nest environment, children up to age five engage with Elders and other fluent speakers, speaking only in their ancestral languages. The early immersion experience provides a strong foundation for future fluency.

We have established a baseline of 10 Language Nests based on the number of active Language Nests at the start of 2015/16. FPCC aims to increase the number of Language Nests across the province over the next 3 years[6].

Goal 2: *Support B.C. First Nations communities in their efforts to revitalize their arts, cultures and languages.*

This goal is similar to Goal 1 from recent service plans. It has been simplified somewhat and one new performance measure has been added.

Strategies

- Assist B.C. First Nations communities in developing long-term action plans for the revitalization of their arts, cultures and languages
- Provide arts, language and cultural funding grants to First Nations communities, organization and individuals in British Columbia
- Develop and distribute tools, technology and resources that build community capacity and support language, arts and cultural revitalization
- Ensure all First Nations communities have access to tools and support for language, arts and cultural revitalization
- Provide training and skills development related to FPCC's language programs to ensure recipients receive maximum benefit from FPCC funding, and to support the wider community, which has not received funding, but would like to access valuable training opportunities

[6] The First Peoples' Cultural Foundation's Early Childhood Fund, funded by the Ministry of Children and Family Development, is the source of funding for this project and resources have been secured until 2020.

Performance Measure 1: Number of arts projects funded

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Number of arts projects funded	Target 60 Actual 109[7]	90	95	95	100

This measure was chosen as the most basic way to monitor FPCC's support of British Columbia's Aboriginal artists. In 2014/15, we received 170 applications and funded 109 arts projects, significantly exceeding anticipated targets. The number of projects supported was the result of a three-year funding grant received in 2013/14 from both the Margaret A. Cargill Foundation (MACF) and the BC Arts Council. It should be noted that the number of actual projects supported in 2014/15 is artificially inflated as it represents both the pilot and first year of a new Aboriginal Youth Engaged in the Arts Program, which was supported by the BC Arts Council. Also, the bulk of Margaret A. Cargill funding was delivered in the first two years. We anticipate an ongoing partnership with the BC Arts Council and have been invited by MACF to submit a proposal to continue our relationship over the next three years. As a result, the target for 2015/16 has been increased to 90 and future increases are modest.

Performance Measure 2: Number of language and culture projects funded[8]

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Number of language/culture projects funded	Target 55 Actual 68[9]	60	60	60	60

Monitoring the number of language/culture projects we fund each year demonstrates our ability to support language revitalization in B.C. In 2014/15, we exceeded the target of 55 projects funded by 13. Although we exceeded our target in 2014/15, uncertainties and fluctuations in funding over the next few years are anticipated and we will therefore maintain the target at 60 until new sources of funding are secured.

Performance Measure 3: New tools and resources to support language and arts projects

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
New tools and resources to support language and arts projects	Target 10 Actual 13[10]	10	10	10	10

The number of resources we create in a year links directly to our goal of supporting British Columbia First Nations communities in realizing their visions for the revitalization of their arts, cultures and languages.

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[7] Data for this measure is provided by the arts department.

[8] The following programs are included in this measure: Aboriginal Languages Initiative, B.C. Language Initiative, Language Revitalization Planning and FirstVoices. The Mentor-Apprentice and Language Nest Programs are immersion-specific programs that are now being tracked in Goal 1.

[9] Data for this measure is provided by the language department.

[10] Data is provided by the arts and language departments.

In 2014/15, we exceeded our target of 10 new tools and resources created by 3, which included one new language pamphlet, the translation of an existing language document, a booklet documenting proceedings of the *Cultural Protocol and the Arts* forum and 10 Language Tutor lessons created for FirstVoices. We will maintain the current target of 10 new tools and resources per year for the next three years.

Performance Measure 4: Number of participants and non-participants being trained by FPCC

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Participants and non-participants being trained	Target n/a Actual n/a	150	150	150	150

This new performance measure will track the number of participants attending FPCC language training workshops for the Mentor-Apprentice, Language Nest and FirstVoices programs. It includes individuals who receive training as part of their grant from FPCC, and those who have not received funding, but would like to pay to receive the same training. Workshops allow us to support communities not currently participating in FPCC language programs. The baseline forecast for 2015/16 and the coming years has been set at 150 participants based on the number of workshops scheduled and past participation.

Goal 3: *Build awareness and appreciation of the rich cultural diversity of First Nations in B.C. and position FPCC as the go-to organization for information, services and advice related to B.C. First Nations arts, culture and language.*

Goal 3 is essentially the same as Goal 2 in the 2015/16 Service Plan, although it has been re-phrased. One new performance measure related to media tracking has been added this year.

Strategies

- Expand FPCC's network of language champions, both within B.C. and around the globe
- Collaborate on special projects that raise the profile of FPCC and inform wider audiences about First Nations languages, arts and culture
- Use FPCC's website, media activities and social media platforms to:
    - Promote and celebrate B.C. First Nations languages, arts and culture
    - Raise awareness about the status of First Nations languages, arts and culture in B.C.
    - Inform First Nations communities, government and other key stakeholders about FPCC's programs, services and resources

Performance Measure 1: Increase social media reach by tracking the number of communications on FPCC social media platforms and engaging with audiences about upcoming events and program initiatives[10]

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Increase social media reach	Target 8,200 Actual 11,208[11]	12,000	12,500	13,000	13,500

This performance measure tracks the number of communications on FPCC's social media platforms, which include Facebook, Twitter, Flickr and YouTube. Social media allows us to share activities and initiatives with the First Nations community in British Columbia, our Canadian and international Indigenous followers, government decision makers, journalists, potential investors and the public. Expanding our social media reach helps to enhance awareness of our programs and initiatives and engages potential clients, investors and the public.

In 2014/15, we exceeded this target significantly, adding almost 4,000 communications contacts. The most dramatic increases were in the numbers of Facebook and Twitter followers, which can be attributed to our participation in a number of special projects, including our partnership with the Royal BC Museum on the "Our Living Languages" exhibition, and launch of the *Report on the Status of B.C. First Nations Languages 2014*. We have revised our targets for 2015/16 to reflect new social media followers and we will maintain a modest rate of increase over the next few years.

Performance Measure 2: Website traffic and app downloads

PERFORMANCE MEASURE	ACTUAL 14/15	FORECAST 15/16	TARGET 16/17	TARGET 17/18	TARGET 18/19
Website traffic and app downloads	Target 590,000 visits[12] 3,500 downloads[13] Actual 910,077 visits 3,383 downloads	600,000 visits 3,500 downloads	610,000 visits 3,500 downloads	620,000 visits 3,500 downloads	630,000 visits 3,500 downloads

[10] We have changed this measure slightly by removing mailing list contacts because this is no longer as relevant in our communications activities.

[11] Data is provided by our social media experts and includes individuals from government, First Nations leadership and members of the public who follow us through social media channels. The number here reflects our social media followers from the last annual report.

[12] Reflects combined visits to FPCC's main site, FirstVoices, FirstVoices Kids, and the two mapping websites (language and area).

[13] Reflects downloads of FPCC apps.

This performance measure monitors website traffic and downloads of online resources. In 2016/17, we dramatically exceeded our target for website visits. The increased traffic was a result of the Royal BC Museum exhibition, which increased the profile of FirstVoices.com, where the majority of the increased traffic occurred. Given the unusual nature of this spike in traffic, we have maintained our previous target of 600,000 visits for 2017/18 and will keep increases to a modest 10,000 per year for the next three years.

The target for app downloads was added in 2012/13. We exceeded our target in this area in the first two years, but fell slightly short of our target in 2016/17. With no new apps anticipated, we will maintain the target for this measure at 5,500 for the next three years.

Performance Measure 3: Outreach via events, conferences, presentations and monitoring visits to communities

PERFORMANCE MEASURE	ACTUAL 16/17	FORECAST 17/18	TARGET 18/19	TARGET 19/20	TARGET 20/21
Outreach via events, conferences, presentations and monitoring visits	Target 28 Actual 28	28	28	28	28

We added this measure in 2015/16 and it has been modified this year to clarify and better define what is being tracked. This measure tracks outreach[15] by FPCC through attendance at language, arts and culture-themed events and conferences, presentations to key stakeholders, and community monitoring visits. These activities raise awareness of FPCC as an organization, provide opportunities to introduce FPCC programs and initiatives, increase the organization's vital support network and allow FPCC to position itself as the go-to resource for information about Indigenous language and arts revitalization in BC.

Goal 4: *Develop FPCC as a sustainable and efficient organization that is seen as a sound investment by funders and potential partners.*

This goal is a streamlined version of what has appeared in previous service plans. We have removed two performance measures and added two new strategies and one new performance measure.[16] We are also no longer tracking employee engagement as a performance measure, simply because the FPCC team is too small to give accurate and meaningful data in a survey format. However, in the new *Strategic Engagement Plan*, we have included staff-related goals and measures related to compensation, which was raised as a key issue by staff in the last staff survey.

Key strategies

- Develop and maintain strong working relationships with community partners, government, First Nations leadership, funders and potential funding partners
- Continue to develop as a strategic, responsive and results-based organization

[15] Defined as attendance at events where FPCC is present for outreach activities, whether via presentation, information booth or other means.

[16] Performance measures removed: Contacts and Meetings with Potential Funders; Revenue from New and Ongoing Sources

- Attract investments and donations to create and maintain diversified revenue streams and enable core funding
- Make efficient use of funds and resources to optimize community benefits
- Increase organizational efficiency and ability to collect, share and report meaningful data by developing a database to effectively track grants and community information, and a paperless online application system

Performance Measure 6: Number of active and ongoing funding partnerships

PERFORMANCE MEASURE	ACTUAL (2015/16)	FORECAST (2016/17)	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)
Number of active and ongoing funding partnerships	Target: 5 Actual: 9	7	7	7	7

This performance target was created in 2015/16 with the initial target set at five per year. We have exceeded our target over the past two years, thanks largely to participation in a number of special projects. Based on performance, we have increased the target to seven for this measure. We will maintain it at that level over the next three years due to the challenges of predicting future partnerships in a climate of economic uncertainty.

Performance Measure 7: Grants delivered to communities

PERFORMANCE MEASURE	ACTUAL (2015/16)	FORECAST (2016/17)	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)
Grants delivered to communities	Target: n/a Actual: n/a	$2,000	$2,000	$2,000	$2,000

This new performance measure will track the amount of funding that goes directly to First Nations communities in B.C. through arts, language and cultural grants. The funding that ISBC C delivers directly to communities is an important measure of the support the organization is providing for community language, arts and cultural revitalization.

In 2016/17, we delivered a total of $2,099,000 in funding. This represents the highest annual funding amount ISBC C has delivered to communities in B.C. to date and is up significantly from the previous year's grant expenditure. However, a more modest target of $2,000,000 over the next three years has been set based on the financial forecast for 2017/18. We will review and revise targets if additional funding is secured.

This performance measure does not include training and capacity-building opportunities, development and distribution of resources and tools for community use, ongoing community support through site visits and capital equipment.

Financial Plan

Financial Outlook Summary

	2014/2015 Actual	2015/2016 Forecast	2016/2017 Forecast	2017/2018 Forecast	2018/2019 Forecast
Revenues					
Ministry of Aboriginal Relations & Reconciliation	1,351,000	1,051,000	1,051,000	1,051,000	1,051,000
New Relationship Trust	700,000	750,000	750,000	750,000	750,000
BC Arts Council	735,000	735,000	735,000	735,000	735,000
Other provincial ministries	0	0	0	0	0
Grants from federal ministries	760,000	810,000	810,000	810,000	810,000
Grants from non-governmental organizations	854,000	483,000	483,000	483,000	483,000
Interest and *other	49,000	82,000	86,000	100,000	100,000
Office overhead recoveries	67,000	73,000	73,000	73,000	73,000
Total revenue	4,515,000	3,983,000	3,987,000	4,001,000	4,001,000
Expenditures					
Grants	3,099,000	2,596,000	2,596,000	2,596,000	2,596,000
Salaries and benefits	743,000	786,000	791,000	805,000	805,000
Community resources, R & D, and jury costs	98,000	122,000	122,000	122,000	122,000
Purchased services	224,000	80,000	80,000	80,000	80,000
Professional fees	29,000	49,000	49,000	49,000	49,000
Facilities rent, heating and maintenance	56,000	57,000	57,000	57,000	57,000
Office overhead and operating costs	212,000	225,000	225,000	225,000	225,000
*Amortization of capital assets	17,000	17,000	17,000	17,000	17,000
Board and Advisory	37,000	50,000	50,000	50,000	50,000
Total Expenses	4,515,000	3,983,000	3,987,000	4,001,000	4,001,000
Excess (Deficiency) of Revenue over Expenses	0	0	0	0	0
Capital Expenditure	15,000	15,000	15,000	15,000	15,000
Total Liabilities	0.00	0.00	0.00	0.00	0.00
Accumulated Surplus / Retained Earnings	384,000	384,000	384,000	384,000	384,000

* "Other" revenue in the Financial Summary includes income from sales of FPCC training workshops and service fees for consulting and training. FPCC brings in the majority of its funding through fundraising activities, which causes fluctuations in this category from year to year. Based on the information that is currently available about consulting work that is forthcoming, projections in this category have been lowered.

* FPCC is a small crown that fundraises a significant portion of its budget every year (75%). As a result, FPCC's budget is not static and shifts in administration-related costs are evident. In addition to our regular work, we work

on special projects which cause fluctuations in our budget. For example, FPCC's involvement in the Our Living Languages and FirstVoices projects impacts contract services and salaries for special projects staff.

*Leasehold improvements on our office are now fully amortized.

Key Forecast Assumptions

The First Peoples' Cultural Council or FPCC (also known as the First Peoples' Heritage, Language and Culture Council) receives funding from the Province of British Columbia, the Government of Canada, the New Relationship Trust, the BC Arts Council and various non-governmental agencies. Financial information for the FPCC was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP). As we are dependent to a large extent on outside sources of funding, our financial forecast is based on the following assumptions:

1. FPCC continues to receive annual operating grants from the Ministry of Aboriginal Relations and Reconciliation and program grants from the New Relationship Trust, the BC Arts Council, the Department of Canadian Heritage and the Margaret A. Cargill Foundation.
2. FPCC successfully develops new partnerships and maintains international investments from the Margaret A. Cargill Foundation.
3. FPCC continues to act as a non-profit organization by leveraging and fundraising new resources to address the urgent funding required for community-based programs and services.
4. The Service Plan goals will be achieved through use of current available resources and capacity.

Management Perspective on Future Financial Outlook

In order to meet our mandate in the areas of language, arts, culture and heritage, we are required to fundraise. In 2014/15, 75% of our budget came from sources other than MARR, and we expect this trend to continue in the coming years. However, as in previous years, the funding climate is highly competitive, the Canadian and global economy remain uncertain, funders are increasingly risk-averse and there is a general lack of understanding about the unique work and services provided by FPCC. In addition, FPCC is eligible to apply for a limited number of funding opportunities, and all of our funding is subject to unexpected fluctuations and uncertainties, which is also a trend we expect will continue.

Two key sources of revenue, the First Citizen's Fund and the New Relationship Trust, come from trusts that are invested. As a result, actual financial results may differ materially from the projected information in this plan.

Revenue generation remains an important priority for FPCC to achieve its mandate and the forecast budget in this plan is conservative.

First Nations demographics factor into the future outlook. In B.C., the fastest growing demographic is Aboriginal youth. In response to the growing interest in language and cultural revitalization, we anticipate increased pressure and demand for FPCC programs and services in the coming years.

Also, the results of the *Status of B.C. First Nations Languages Report 2014* indicate that there is a significant risk that the diversity and traditional knowledge of B.C. First Nations languages and heritage will be lost unless more opportunity is created for the 34 languages to be archived and learned.

However, with recent mandate letters from the federal government focusing on Aboriginal languages and implementing the recommendations of the Truth and Reconciliation Commission, we are hopeful that there will be increased investment in one of our central language funding programs, the Aboriginal Languages Initiative.

Appendix A

Hyperlinks to Additional Information

Section	Hyperlink
Organizational Overview • Mission, vision and values • Legislation and mandate • Overall benefit or service • Principal partners and stakeholders • How services are delivered • Location	www.fpcc.ca/about-us
Programs and Special Projects • Language programs • Arts programs • Culture & heritage programs • FirstVoices • Endangered Languages Project • Our Living Languages Exhibition • FPCC mapping projects	www.fpcc.ca/language/Programs www.fpcc.ca/arts/Programs www.fpcc.ca/culture/projects www.fpcc.ca/language/FirstVoices www.fpcc.ca/language/ELP www.fpcc.ca/language/Exhibition www.fpcc.ca/language/language-map
Corporate Governance • Board of Directors • Advisory Committee • Board Committees • Senior Management • Governance Principles • Whether FPCC info adheres to BRDO • Performance Management Systems	www.fpcc.ca/about-us/governance www.fpcc.ca/about-us/board www.fpcc.ca/about-us/advisory www.fpcc.ca/about-us/performance
First Peoples' Cultural Institute	www.fpcc.ca/culture/institute
First Peoples' Language Map of British Columbia	maps.fpcc.ca
List of Aboriginal Languages in British Columbia	www.fpcc.ca/files/pdf/fpcc_language_dialect_list_2013.pdf
Status of Language Report	www.fpcc.ca/language/status-report/